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Programme questions: evaluation

Triennial review of the implementation of recommendations made by the Committee for Programme and Coordination at its forty-ninth session on the thematic evaluation of lessons learned: protocols and practices

Report of the Office of Internal Oversight Services

Summary

The present report of the Office of Internal Oversight Services (OIOS) is submitted in accordance with the decision taken by the Committee for Programme and Coordination at its twenty-second session (see A/37/38, para. 362) to review the implementation of its recommendations three years after taking decisions on evaluations submitted to the Committee. This triennial review determined whether or not recommendations from the thematic evaluation of lessons learned: protocols and practices had been implemented.

The Committee noted the significance of learning lessons as an important means of strengthening the activities of the Organization and raised concerns regarding the inadequacy of learning lessons and the lack of a systematic and regular approach. The Committee recommended that the General Assembly take note of the report of OIOS, which contained five recommendations, and made five recommendations of its own.

Three out of the five recommendations of the Committee have been implemented and two have not.

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The recommendation that the Secretary-General define the "lessons learned" concept in order to develop a framework for the collection and sharing of lessons learned has not been implemented. While system-wide and Secretariat-wide knowledge management task forces have been established to address the issue within the larger context of strengthening knowledge management, there is still no single and common definition of "lessons learned" in the Secretariat.

The recommendation that the Secretary-General ensure that lessons learned are widely disseminated and used for future planning has been implemented. The Executive Office of the Secretary-General has promoted lessons-learning through the annual senior manager assessment process. The biennial programme performance report and related interim reports also require that a focus be placed on lessons learned. In addition, a knowledge management strategy and plan is being developed for the Secretariat. Individual programmes have implemented lessons-learned initiatives such as online best practices portals and reports.

The recommendation that the Secretary-General ensure that findings and recommendations derived from evaluations are disseminated, discussed and acted upon has been implemented, with the establishment of an online Secretariat-wide database of evaluations scheduled to be in place by the end of the first quarter of 2012.

The recommendation that the Secretary-General examine ways to enhance the role of coordination bodies within the Secretariat in facilitating the sharing of lessons learned among programmes has been implemented. Coordinating bodies have established mechanisms for facilitating the sharing of information, including lessons learned, among programmes.

The recommendation that the Secretary-General consider, in the context of the implementation of General Assembly resolution 63/276, ways for Member States to have systematic access to lessons learned has not been implemented. No mechanism has been developed for Member States to have systematic access to lessons learned.

The recommendation that the Secretary-General consider, in the context of the implementation of General Assembly resolution 63/276, ways for Member States to have systematic access to lessons learned has not been implemented. No mechanism has been developed for Member States to have systematic access to lessons learned.

I. Introduction

1. At its forty-ninth session, the Committee for Programme and Coordination considered the report of the Office of Internal Oversight Services (OIOS) thematic evaluation of lessons learned: protocols and practices (E/AC.51/2009/5). The objective of the evaluation was to identify and assess the systems and mechanisms for identifying, capturing and disseminating lessons learned in United Nations Secretariat programmes.[1] As such, the evaluation examined the systems and protocols used by programmes to collect and utilize lessons, identified significant gaps and determined the extent to which lessons learned had been integrated into programme operations to enhance performance.

2. The Committee noted the significance of learning lessons as an important means of strengthening the activities of the Organization and also noted that the report provided a clear and valid analysis of the topic. The Committee recommended that the General Assembly take note of the report, which contained five recommendations, and made five recommendations of its own (see A/64/16, paras. 77-85).

3. The objective of the triennial review is to report on the status of implementation of the five recommendations of the Committee for Programme and Coordination. While all of the recommendations were addressed to the Secretary-General, the evidence presented in this review is primarily at the programme level.

4. The methodology for the review included: (a) a review and analysis of biannual progress reports on the status of recommendations that are monitored through the OIOS Issue Track database; (b) an analysis of relevant information, documents and reports obtained from programmes; and (c) interviews with managers and staff in 10 programmes, 4 of which also serve as conveners of coordinating bodies, and 2 additional coordinating bodies.[2]

5. A draft of the report was shared with the Department of Economic and Social Affairs, the Department of Field Support, the Department of Management, the Department of Peacekeeping Operations, the Department of Political Affairs, the Department of Public Information, the Executive Office of the Secretary-General, the International Trade Centre (ITC), the Office for the Coordination of Humanitarian Affairs, the Office of Information and Communications Technology,

[1] For the purposes of the evaluation, the term "Secretariat programmes" refers to programmes that receive financing, in part or in whole, from the regular budget and are therefore within the oversight mandate of OIOS. The term includes programmes with a substantive mandate and those with a management and support services mandate.

[2] The 10 programmes were: the Department of Economic and Social Affairs, the Department of Field Support, the Department of Management, the Department of Peacekeeping Operations, the Department of Political Affairs, the Department of Public Information, the Executive Office of the Secretary-General, the Office for the Coordination of Humanitarian Affairs, the Office of Information and Communications Technology and the Office of the Special Adviser on Africa. The Department of Economic and Social Affairs, the Office for the Coordination of Humanitarian Affairs, the Department of Political Affairs and the Executive Office of the Secretary-General also serve as conveners of the Executive Committee on Economic and Social Affairs, the Executive Committee on Humanitarian Affairs, the Executive Committee on Peace and Security and the Policy Committee. In addition, interviews were held with the CEB secretariat and the United Nations Development Operations Coordination Office as conveners of CEB and the United Nations Development Group.

the Office of the United Nations High Commissioner for Human Rights (OHCHR), the secretariat of the United Nations System Chief Executives Board for Coordination (CEB) and the Development Operations Coordination Office. While their informal comments have been incorporated as appropriate, there were no formal comments to append to the report.

II. Results

6. Of the five recommendations of the Committee for Programme and Coordination, three have been implemented and two have not. The implementation status of each recommendation is set out below.

Recommendation 1: The Secretary-General should define the "lessons learned" concept in order to develop a framework for the collection and sharing of lessons learned.

7. In its evaluation, OIOS noted that there was no widely agreed upon and common definition of what constitutes "lessons learned" in the Secretariat. While system-wide and Secretariat-wide knowledge management task forces have been established to address this issue within the larger context of strengthening knowledge management, neither has developed a common definition of lessons learned. On the other hand, individual programmes within the Secretariat have established and are working with similar definitions.

8. The system-wide Task Force on Knowledge Sharing, which was established to develop a strategy for enhancing the sharing of knowledge in the United Nations, including a possible common definition of lessons learned, is no longer active and did not formulate a system-wide definition of lessons learned. Furthermore, while one of the goals of the Working Group on Knowledge Management (formerly known as the Secretariat Task Force on Knowledge Sharing) is to help build an effective collaborative environment in which United Nations personnel and their stakeholders capture, share and own the substantive knowledge relevant to their expertise (see A/62/793, table 1), this group has not developed a common definition of lessons learned at the Secretariat level.

9. In the context of these larger organizational initiatives, individual programmes have defined for themselves the concept of lessons learned in various publications and websites, often as part of programme evaluation policies. Some examples are presented in table 1.

Table 1
Definitions of lessons learned

Programme	*Definition*
Office for the Coordination of Humanitarian Affairs	Generalizations based on evaluation experiences with projects, programmes, or policies that abstract from the specific circumstances to broader situations. Frequently, lessons highlight strengths and weaknesses in preparation, design and implementation that affect performance, outcome and impact.

Programme	*Definition*
Department of Peacekeeping Operations/Department of Field Support	Lessons that have been identified from past actions, projects and operations and which are being applied or taken into account. Lessons can be positive or negative, in that they may recommend that an approach be replicated or avoided in the future.
International Trade Centre	The process by which individuals and organizations create, transfer and use knowledge in order to achieve positive change and realize their goals.

10. This recommendation has not been implemented. While individual programmes have defined lessons learned, a Secretariat-wide definition would need to be established in order for the recommendation to be considered to have been implemented.

Recommendation 2: The Secretary-General should ensure that lessons learned are widely disseminated and used for future planning.

11. OIOS concluded that most Secretariat programmes lacked a systematic approach to identifying, capturing, disseminating and using lessons learned. To a large extent, at the time of the evaluation, lessons were collected and shared on an ad hoc basis and informal mechanisms were relied on. The most commonly used means for learning lessons were personal experience and informal communication among staff.

12. While lessons-learning is a decentralized function, with no single entity assuming responsibility for lessons learned within the Secretariat, the Executive Office of the Secretary-General has taken some initiative to promote such learning. In a joint effort with the Department of Management, it captures lessons learned through the annual senior manager assessment process and shares them with the Management Performance Board. If the Board believes that the broader Secretariat community can benefit from the suggestions, the Deputy Secretary-General shares a summary of the suggestions with all Under-Secretaries-General. The Board also makes specific suggestions to individual offices based on the feedback received through this annual exercise.

13. The biennial programme performance report on all Secretariat programmes produced by the Department of Management also requires that a specific focus be placed on lessons learned during reporting. Since 2008, the Department has issued interim programme performance reports enabling programme managers to record lessons from programme implementation more regularly.

14. Furthermore, the Working Group on Knowledge Management is developing a strategy and plan for the Secretariat such that processes, best practices and lessons learned can be more uniformly kept and made accessible with the help of knowledge management tools and policies (see A/62/793, para. 54). Members of the Working Group include subject-matter experts from executive and administrative offices of

12 departments and offices who meet regularly to discuss the objectives set out in table 2.[3]

Table 2
Office of Information and Communications Technology knowledge management programme[a]

Goal	Provide an effective collaborative environment in which United Nations personnel and their stakeholders capture, share and own the substantive knowledge relevant to their expertise
Objectives	• Retain institutional knowledge
	• Facilitate and enhance knowledge-sharing and collaboration
	• Improve organization, accessibility and usability of information
	• Utilize open-source solutions where appropriate
	• Improve websites and web content management
	• Improve and enhance analytical and decision support capabilities
	• Improve information management policies and processes

[a] A/62/793, table 1.

15. One tool that the Office of Information and Communications Technology has developed and made available to promote lessons-learning in the Secretariat is a project management framework for programmes dealing with information and communications technology (ICT) projects that incorporates a lessons-learned log. Programme managers can use the log after each task and project is completed or terminated to pass on any lessons that can be usefully applied to other projects.

16. Within this larger organizational context of valuing the dissemination and use of lessons learned for planning, individual programmes have implemented initiatives for strengthening the capture and sharing of lessons learned. The Department of Peacekeeping Operations and the Department of Field Support have a knowledge-sharing policy that outlines the framework for the collection and sharing of lessons learned. The framework is based on two complementary elements: human and documentary. The human element comprises a network of civilian, police and military best practices officers and focal points deployed in peacekeeping missions. There are also 26 communities of practice whereby community members in field missions, at United Nations Headquarters and in the United Nations system share and request knowledge. The documentation element consists of the Best Practices Toolbox and the Policy and Practice Database. The toolbox contains guidance and

[3] Members are the Department of Public Information, the Office for the Coordination of Humanitarian Affairs, the Department of Economic and Social Affairs, the United Nations Conference on Trade and Development, the Department of Political Affairs, the Department of Management, the United Nations Office at Geneva, the United Nations Office at Vienna, the United Nations Office at Nairobi, the Department of Peacekeeping Operations, the Office of Information and Communications Technology and the Department for General Assembly and Conference Management.

templates for end-of-assignment reports, after-action reviews and guidance for surveys of practice and lessons-learned studies. The best practices and lessons-learned documents created using the toolbox are accessible from the Policy Practice Database. The toolbox and database are managed by the Peacekeeping Best Practices Section of the Policy, Evaluation and Training Division of the Department of Peacekeeping Operations.

17. The Department of Political Affairs also has a "Share your knowledge" portal, launched in October 2010 and administered by the Guidance and Learning Unit, whereby similar best practices tools are available to the Department's staff at Headquarters and in the field. Those tools help staff to share lessons and good practices and ensure that relevant recommendations from the field reach Headquarters as directly as possible.

18. In the Department of Management, the Office of the Under-Secretary-General published a three-volume guide for managers entitled "Lessons learned from the jurisprudence of the system of administration of justice", the purpose of which was to enhance managers' understanding of the Organization's system of administration of justice. In addition, the Office of the Under-Secretary-General led a Department-wide lessons-learned study on the response to the crisis in Haiti to draw lessons from the experience and identify remedial action to strengthen the organizational response and its readiness to respond to future crisis situations.[4] The results were discussed in various forums, including by the CEB High-level Committee on Management and at interdepartmental meetings. A working group was formed that led to the implementation of an action plan.

19. The Evaluation and Communications Research Unit of the Department of Public Information supports the Department's commitment to foster a culture of evaluation by providing support aimed at learning about and improving the effectiveness and impact of the Department's products and services. For example, after the 2009 United Nations Climate Change Conference, the Unit produced a report on the impact of communications before, during and after the conference, drawing on lessons learned from previous media-monitoring exercises.

20. A further example of incorporating lessons learned in the planning process was the revision of the OHCHR thematic strategy for 2012-2013 on the basis of lessons learned in the course of the two years of its implementation in the prior biennium. An analysis of results highlighted areas where little or no results for a specific expected accomplishment had been reported; results had been reported for a thematic priority with no corresponding thematic expected accomplishments; overlaps had been identified among thematic strategies; or the achievement of results indicated that implementation was working well. The groups in charge of the various thematic strategies used the analysis in its planning process for 2012-2013.

21. This recommendation has been implemented.

[4] After-Action Review of the Haiti Crisis Response: Lessons Learned & Action Plan, September 2010.

Recommendation 3: The Secretary-General should ensure that findings and recommendations derived from evaluations are disseminated, discussed and acted upon.

22. The OIOS evaluation concluded that the use of evaluations as a source of lessons learned to achieve greater organizational learning and to influence the design, planning and implementation of programmes, subprogrammes and projects was limited. This point was also emphasized by the Advisory Committee on Administrative and Budgetary Questions, in its first report on the proposed programme budget for the biennium 2012-2013, when it stressed the importance of regular monitoring and evaluation of programme activities to determine the relevance, efficiency, effectiveness and impact of the Organization's activities and also considered that such activities were a central element of effective management (A/66/7, para. 49). The Advisory Committee welcomed the information that the Secretary-General provided on benefits from monitoring and evaluation, including outlining lessons learned and following up on recommended solutions and good practices (ibid., para. 54).

23. With respect to disseminating evaluation results and recommendations, the Secretary-General has approved a fast-track initiative to establish a Secretariat-wide online database of evaluations, with corresponding procedures, to provide programmes with access to these valuable sources of lessons learned.[5] In addition, as stated in his report on progress towards an accountability system in the United Nations Secretariat (A/66/692), the Secretary-General remains committed to implementing the recommendations of the oversight bodies. The implementation of the recommendations is part of the senior managers' compacts, and the Department of Management reports quarterly on the status of implementation to the Management Committee. The Secretary-General has also taken steps to strengthen the accountability chain vis-à-vis the oversight bodies by defining, through administrative issuances, the roles and responsibilities within the Secretariat in relation to the engagements, reports and recommendations, including those emanating from evaluations, of the oversight bodies. For example, a network of focal points is now in place to provide appropriate responses to evaluation recommendations made by the oversight bodies.

24. At the programme level, some programmes have reported improving how they disseminate, discuss and act upon results and recommendations derived from evaluations. For example, the evaluation strategy of the Office for the Coordination of Humanitarian Affairs states that evaluation activities provide only limited value added if they are not used in the sense of implementing recommendations and making conceptual use of key findings to strengthen policies and other related decision-making processes. The senior management team comments on all recommendations made in the evaluations through a management response matrix, and the endorsed recommendations are integrated into the plans of the Office. The evaluation policy of the Department of Political Affairs similarly outlines a mechanism to apply evaluation results and recommendations. The policy contains, inter alia, the following provisions:

[5] The Change Plan: Proposals by the Change Management Team to the Secretary-General, December 2011 (para. 80). Available from www.un.org/sg/pdf/the-change-plan.pdf.

(a) Linking evaluation to organizational learning and knowledge management systems: the governing bodies, the head of each subprogramme/unit and the evaluation officer must work together to ensure that evaluation contributes to improved decision-making and results-based management;

(b) Acceptance or rejection of recommendations: the findings, conclusions and recommendations of each evaluation report should be subject to a review by relevant stakeholders in the Department, ideally through its senior management team, against a set of criteria specified in the terms of reference for each self-evaluation exercise. The response to each evaluation should be tracked to include comments of acceptance, non-acceptance and plans for follow-up action;

(c) Monitoring and implementation of recommendations: evaluation reports will specify the programme managers responsible for the implementation of any recommendations endorsed by the senior management team. Reports that track the status of compliance and the implementation of evaluation directives must be prepared and disseminated periodically by the Office of the Under-Secretary-General.

25. In addition, the evaluation policy of the International Trade Centre notes that evaluation is designed to ensure timely, valid and reliable information that will be relevant for the subject being assessed and that there is clear intent to use the evaluation findings, recommendations and lessons learned. The ITC evaluation focal points inform their divisions of the lessons learned from evaluations and facilitate their adoption, in particular in the context of project and programme formulation and approval within their divisions.

26. This recommendation has been implemented.

Recommendation 4: The Secretary-General should examine ways to enhance the role of coordination bodies within the Secretariat in facilitating the sharing of lessons learned among programmes.

27. OIOS concluded that coordination within and among programmes in the area of lessons learned was limited and that the main coordinating bodies of the Organization had played only a minor role in facilitating the sharing of lessons among programmes. Subsequent to the evaluation, coordinating bodies have improved mechanisms for sharing information and lessons learned among programmes. They serve as forums for fostering knowledge-sharing to enhance transparency, develop consensus and learn and apply successful practices and policies among programmes. Examples from the Executive Committee on Humanitarian Affairs, the Executive Committee on Peace and Security, the Policy Committee and the Executive Committee on Economic and Social Affairs are discussed below.

28. In the humanitarian affairs arena, a compendium of agreed actions was developed and endorsed by the Inter-Agency Standing Committee principals in 2011, which includes the Executive Committee on Humanitarian Affairs. As initiated by the Emergency Relief Coordinator, the Office for the Coordination of Humanitarian Affairs took the lead in facilitating the sharing of lessons learned across the entire United Nations humanitarian system. The Inter-Agency Standing Committee principals reviewed the humanitarian response model and made adjustments building on the lessons learned in 2010 and 2011.

29. In the peace and security arena, the Executive Committee on Peace and Security facilitated the sharing of lessons learned among programmes in the context of the Arab Spring and non-mission settings. In response to this challenge, the Executive Committee convened meetings where lessons were shared from Tunisia and Egypt, resulting in policy recommendations on non-mission settings, which also resulted in the submission of a policy on special circumstances in non-mission settings, which was endorsed by the Secretary-General in January 2012. The policy has been disseminated to resident coordinators and implemented in the Syrian Arab Republic.

30. In the economic and social affairs arena, subsequent to a meeting held on 14 December 2010, a Lead Economists Network became operational. It was set up to ensure coherence and cooperation within the United Nations system's analytical work and policy guidance and has been engaged in knowledge-sharing and collaborative work on forthcoming intergovernmental events and flagship publications.

31. While the coordination bodies of CEB are not limited to the United Nations Secretariat, they also act as forums for fostering knowledge-sharing to learn and apply proven successful practices among member organizations. Examples of this include the sharing of best practices from past system-wide coordination of the accident at the Chernobyl nuclear power plant, which was based on lessons learned from reports on the response by CEB and its member organizations. Similarly, lessons learned from analyses and reports by CEB, such as those on the attack of United Nations offices in Algeria, were disseminated to all system entities.

32. In addition, the United Nations Development Group (UNDG) of CEB has developed an online toolkit for improved functioning of the United Nations development system at the country level, which is a repository of the guidance, lessons learned and tools deriving from the experiences of the eight "Delivering as one" pilot countries and from the experiences of United Nations country teams that have pursued efforts to become more coherent.[6] As part of the toolkit, country teams are provided with guidance notes, templates and sample documents to promote the sharing among themselves of lessons learned. On behalf of UNDG, the Development Operations Coordination Office manages the Coordination Practice Network, which connects almost 4,000 staff members from across the United Nations system, allowing them to share their good practices and experiences, launch new ideas and increase their knowledge of how to implement the United Nations reform agenda.

33. Resident coordinators and country teams report annually to the Secretary-General on their joint workplan, results and lessons learned. Country teams are required to identify and report on one or two coordination initiatives that have particularly increased efficiency and effectiveness in the delivery and impact of United Nations development activities. Country teams are also encouraged to identify any coordination initiatives that have increased the burden and transaction costs for the United Nations system or national counterparts so that corrective measures can be taken. Each year, a synthesis report is produced in which key achievements, remaining challenges and lessons learned are highlighted. The reports are distributed throughout the United Nations system and to Member States and are published on the UNDG website.

[6] http://toolkit.undg.org/overview.

34. This recommendation has been implemented.

Recommendation 5: The Secretary-General should consider, in the context of the implementation of Assembly resolution 63/276, ways for Member States to have systematic access to lessons learned.

35. Since the completion of the OIOS evaluation, a mechanism for Member States to have systematic access to lessons learned has not been developed. While a website accessible to permanent missions located in New York, called deleGATE, was launched in late 2008 to meet the informational needs of delegations working at Headquarters, it does not provide systematic access to lessons learned.

36. Improving the quality of support for Member States is a key deliverable of the long-term change plan that the Secretary-General endorsed in January 2012. Furthermore, an ICT tool, iNeed, was designed to implement a service-delivery and workflow-based application to standardize and improve the handling of services in an effort to improve their quality and reduce costs through efficient management of resources. The Change Management Team recommended that the Office of Information and Communications Technology expand iNeed by 2013 to also meet the service needs of Member States. Through this tool, Member States could request access to lessons learned when required.

37. This recommendation has not been implemented. A mechanism by which Member States are provided with systematic access to lessons learned would need to be established in order for the recommendation to be considered to have been implemented.

III. Conclusion

38. The OIOS evaluation identified the value of learning lessons for improving organizational efficiency and effectiveness. It concluded that the process was weak and that individual learning could not become organizational learning unless lessons were formally and systematically captured, documented and disseminated. Lessons that were identified needed to be adequately stored, shared and incorporated into future activities in order to help to improve programme performance.

39. Overall, during the past three years, the Secretariat has taken steps to better capture, store and use lessons learned, including by developing programme-level definitions for "lessons learned", establishing strategies and mechanisms for disseminating and using such lessons and strengthening the follow-up of evaluation recommendations. However, more needs to be done for the United Nations to truly become a learning Organization. Lessons learned need to be fully integrated into the work processes of the Secretariat in order for them to contribute to strengthening organizational performance.

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Triennial review of the implementation of recommendations made by the Committee for Programme and Coordination at its forty-ninth session on the evaluation of United Nations support for least developed countries, landlocked developing countries, small island developing States and Africa

Report of the Office of Internal Oversight Services

Summary

The present report of the Office of Internal Oversight Services (OIOS) is submitted in accordance with the decision taken by the Committee for Programme and Coordination at its twenty-second session to review the implementation of its recommendations three years after taking decisions on evaluations submitted to the Committee. This triennial review determined whether the two recommendations made by the Committee for Programme and Coordination on United Nations support for least developed countries, landlocked developing countries, small island developing States and Africa had been implemented.

OIOS, in its original evaluation (E/AC.51/2009/2), assessed the relevance, efficiency and effectiveness of the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States and United Nations support for the New Partnership for Africa's Development (NEPAD). In the report, OIOS indicated that the main achievement of the two programmes was their contribution to heightened policy attention to the special development needs of the least developed countries, landlocked developing countries, small island developing States and Africa at global forums convened by the United Nations. It called for a proposal to be formulated by the programme of United Nations system support for NEPAD to strengthen support for the regional consultative mechanism for Africa.

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The Committee, at its forty-ninth session, agreed with certain findings of OIOS, specifically the misalignment between expectations, capacities and accountability arrangements, the need for enhanced coordination and the potential for a better-formulated framework for strategic planning and monitoring.

OIOS considers the recommendation that the Secretary-General ensure coordination and synergy in the area of overlap between the Office of the High Representative and the Office of the Special Adviser on Africa to be in progress, as a number of initiatives have been undertaken to ensure coordination and synergy between the offices. Opportunities for combining resources and expertise have been explored in a recently concluded exercise, but the pilot initiative to consolidate offices has been abandoned, in accordance with General Assembly resolutions.

Regarding the recommendation that the Secretary-General provide an update regarding the filling of the position of Under-Secretary-General and Special Adviser on Africa, OIOS considers it to have been implemented, as the Secretary-General announced the appointment of Maged Abdelaziz (Egypt) as his Special Adviser on Africa on 8 March 2012.

I. Introduction

1. At its forty-ninth session, the Committee for Programme and Coordination considered the report of the Inspection and Evaluation Division of the Office of Internal Oversight Services (OIOS) on the evaluation of United Nations support for least developed countries, landlocked developing countries, small island developing States and Africa (E/AC.51/2009/2).

2. The Committee expressed its appreciation for the report and agreed with certain findings in it, specifically the misalignment between expectations, capacities and accountability arrangements, the need for enhanced coordination and the potential for better formulated framework for strategic planning and monitoring. Two recommendations were made by the Committee in its report (A/64/16).

3. The objective of this triennial review was to present the status of implementation of the two recommendations made by the Committee.

4. The methodology for the triennial review included: (a) a review and analysi of progress reports on the status of recommendations that are periodically monitored through the OIOS Issue Track database; (b) an analysis of relevant information, documents and reports obtained from the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States, the Office of the Special Adviser on Africa, the office for regional coordination and support for the New Partnership for Africa's Development (NEPAD), implemented by the Economic Commission for Africa (ECA), and the office for public information and awareness activities in support of NEPAD, implemented by the Department of Public Information; and (c) interviews with relevant managers and staff in the two offices.

II. Results

5. OIOS found that some progress had been made in the implementation of recommendation 1 but that the recommendation had not yet been fully implemented. In respect of recommendation 2, OIOS considers the recommendation to be fully implemented. The implementation status of each recommendation is presented below.

> **Recommendation 1: The Committee recommended that the General Assembly request the Secretary-General to ensure coordination and synergy in the area of overlap between the Office of the High Representative and the Office of the Special Adviser in order to achieve results in the most effective way.**

6. OIOS considers this recommendation to be in progress, as there have been a number of collaborative initiatives but no formal coordination mechanism is yet in place. However, areas where overlap may exist and opportunities for greater cohesion and collaboration and for combining resources and expertise have been explored in a recently concluded exercise. Moreover, beyond the two offices themselves, some coordination with ECA and the Department of Public Information under the subprogrammes providing United Nations support to NEPAD is ongoing and will be further addressed.

7. In 2008, the Secretary-General realigned, on an experimental basis, the Office of the Special Adviser on Africa, responsible for United Nations support for NEPAD, and the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States. The High Representative, at the Under-Secretary-General level, assumed the added responsibilities of the Special Adviser. Both offices have mandates to sustain international support through advocacy, service intergovernmental forums and coordinate and mobilize system-wide follow-up to policy frameworks with regard to their respective areas of responsibility. The realignment initiated by the Secretary-General sought to reinforce advocacy efforts and promote greater inter-agency coordination and donor contact to mobilize support for programmes dedicated to Africa's development and to the least developed countries, landlocked developing countries and small island developing States. It also sought to streamline operations and eliminate duplication and overlap between the two offices (see A/66/6 (Sect. 10), para. 10.9).

8. Following up on the outcome of the realignment, the Secretary-General initiated an assessment of the impact of the realignment on both offices with the aim of determining the programme and section configuration, design and mandates that could be considered by the General Assembly. A consultant was hired to identify areas of overlap between the two offices and to assess the extent of cooperation in the preparation and convening of the Fourth United Nations Conference on the Least Developed Countries, held in Istanbul from 9 to 13 May 2011. In addition, other instances in which the two offices collaborated, such as in convening panel discussions on the impact of the international economic crisis on Africa and the least developed countries, were looked at. In its report, OIOS observed that of the 53 African countries covered by the Office of the Special Adviser, 37 (70 per cent) were also covered under one or more programmes of the Office of the High Representative (E/AC.51/2009/2, para. 41). Conversely, more than one third of the 90 countries covered by the Office of the High Representative were in Africa.

9. A draft report was prepared identifying areas of common interest where synergies could be created and coordination could be enhanced to promote efficiency. However, in the light of General Assembly resolutions 64/243, 65/244 and 66/8, in which the Assembly endorsed the recommendations of the Committee for Programme and Coordination, that the vacant post of Special Adviser on Africa be filled at the legislatively mandated level of Under-Secretary-General, the Secretary-General decided to abandon the idea of unifying the two offices. In December 2011, the Secretary-General announced his intention to appoint an Under-Secretary-General to lead the Office of the Special Adviser on Africa.

10. Owing to the change in focus, the report was never finalized, although areas where the two offices could channel their resources for better efficiency had been explored. Given the unique situation in which both offices were led by the same Under-Secretary-General, opportunities for coordination and synergy existed, although they were not formalized. OIOS was informed that upon the appointment of the Under-Secretary-General and Special Adviser on Africa, the two offices would establish a more formal mechanism to ensure coordination and synergy in the areas of overlap. The following examples of coordination between the two offices were provided to OIOS:

(a) In June 2010, the two offices, along with the United Nations Development Programme, the Office for the Coordination of Humanitarian Affairs, the Peacebuilding Support Office, the United Nations Development Fund for Women and the Department of Economic and Social Affairs, organized a thematic discussion on the role of women in countries in special situations;

(b) The two offices collaborated in various high-level events held during sessions of the Economic and Social Council on issues related to Africa and the least developed countries. In July 2010, the two offices, along with the United Nations Development Fund for Women, organized a ministerial round-table breakfast on the theme "Economic opportunities for the empowerment of women in Africa and least developed countries: access to credit, land and markets". In 2011, they organized a ministerial round-table breakfast on the gender dimension of education in post-conflict countries in Africa and least developed countries;

(c) At the Fourth United Nations Conference on the Least Developed Countries, the Office of the Special Adviser collaborated with the Office of the High Representative in the preparation and actual hosting of the Conference. The former coordinated the six high-level interactive thematic debates;

(d) The Office of the High Representative convened United Nations agencies and a number of Member States and experts to a brainstorming meeting on the way forward for the implementation of the Istanbul Programme of Action in New York in June 2011. A representative from the Office of the Special Adviser also participated in the meeting;

(e) The Office of the High Representative organized an inter-agency consultative group meeting on the theme "Launching the preparatory process for the comprehensive ten-year review conference of the Almaty Programme of Action" in New York in February 2012 in which three members from the Office of the Special Adviser participated.

11. With regard to the progress in the implementation of and support for NEPAD, the Office of the Special Adviser, ECA and the Department of Public Information are working on the modalities of a joint strategic planning exercise to enhance coordination mechanisms to respond effectively to Africa's development needs and achievement of the Millennium Development Goals. Informal consultations are ongoing. While formal meetings have not started, discussions by videoconference between the three entities are ongoing. It is anticipated that some tangible outputs of the joint planning exercise will be finalized in 2012.

12. The structure of the operational framework to provide United Nations support for NEPAD at the global, regional and country levels was strengthened through the reconfiguration of the regional coordination mechanism. A joint United Nations-African Union secretariat has been established. United Nations agencies and other organizations working in Africa have been organized into thematic clusters established around the priority areas of NEPAD. There has also been an improvement in coordination within and between clusters. The Office of the Special Adviser, along with the Directorate of Information and Communication of the African Union Commission, convenes and co-chairs the advocacy and communication cluster, of which the Department of Public Information is an active member. ECA coordinates the infrastructure development cluster. United Nations agencies working in Africa hold periodic coordination meetings at the headquarters

of ECA. To commemorate the tenth anniversary of NEPAD, the Office of the Special Adviser, jointly with the Department of Public Information and ECA and in collaboration with the Commission and the NEPAD Planning and Coordinating Agency of the African Union, organized a week of high-level events at United Nations Headquarters in October 2011.

13. The Inter-Agency Task Force on Africa, convened by the Office of the Special Adviser, is another coordination mechanism used to support the implementation of the NEPAD priorities. This mechanism continues to provide an effective framework for all entities of the United Nations system to share expertise and lessons learned and to coordinate efforts and resources. In the preparation of the annual reports of the Secretary-General to the Committee for Programme and Coordination and to the General Assembly on progress in the implementation of NEPAD, the Office of the Special Adviser has benefited greatly from the collaboration and contribution of all United Nations entities through the Task Force. In addition, the Task Force collaborated on and contributed to the report on the implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa (A/65/152-S/2010/526), prepared by the Office of the Special Adviser.

14. The Office of the Special Adviser is often called upon to answer questions and provide information to such bodies as the General Assembly, the Fifth Committee, the Advisory Committee on Administrative and Budgetary Questions and the Committee for Programme and Coordination on various topics. Information and feedback are then sought from ECA and the Department of Public Information. Once consensus is reached on the issues, the Office of the Special Adviser represents the two other offices at meetings.

15. On 8 March 2012, the Secretary-General announced the appointment of Maged Abdelaziz (Egypt) as his Special Adviser on Africa. OIOS has been advised that with that appointment, a platform will be established for the Office of the Special Adviser and the Office of the High Representative to coordinate the expertise in their specific areas and better support the countries they represent in meeting the challenges and achieving the Millennium Development Goals. OIOS has also been assured that the appointment will open the dialogue for extensive consultations on the governance of the three subprogrammes that provide support to NEPAD.

Recommendation 2: The Committee recommended that the General Assembly request the Secretary-General to provide an update regarding the filling of the position of Under-Secretary-General and Special Adviser on Africa in the context of his next report on the New Partnership for Africa's Development: progress in implementation and international support.

16. The post of Under-Secretary-General and Special Adviser on Africa was advertised in December 2011 along with seven other Under-Secretary-General posts. The permanent missions of Member States were requested to nominate candidates for the eight Under-Secretary-General posts by 6 January 2012.

17. The Committee stressed the urgent need to fill the position of Special Adviser on Africa and recommended that the General Assembly reiterate its request to the Secretary-General to do so as a matter of priority by 31 December 2009 (A/64/16, para. 57). The Secretary-General was asked to provide an update on the filling of the

post in his next report on NEPAD. OIOS reviewed the eighth and ninth consolidated progress reports on the implementation of and international support for NEPAD (A/65/167 and A/66/202) and found no mention of the filling of the position.

18. With the announcement of the selection of the Special Adviser, OIOS considers this recommendation to have been implemented.

III. Conclusion

19. Since the issuance of the report of OIOS in April 2009 and the adoption of the report of the Committee for Programme and Coordination in July 2009, the Office of the High Representative and the Office of the Special Adviser have been working closely to fulfil their common agenda of supporting the countries they represent in meeting their challenges and achieving the Millennium Development Goals. During the past three years, both offices were led by the same Under-Secretary-General, which presented more opportunities for coordination, although they were informal. Upon the appointment of the Special Adviser on Africa, it is anticipated that further measures will be put in place to ensure coordination between the two offices and their partners in the United Nations system.

(*Signed*) Carman L. **Lapointe**
Under-Secretary-General for Internal Oversight Services

2 April 2012

Annex

Comments from the Executive Office of the Secretary-General

In the present annex, the Office of Internal Oversight Services presents the full text of the comments of the Deputy Secretary-General on the triennial review of the implementation of recommendations made by the Committee for Programme and Coordination at its forty-ninth session on the evaluation of United Nations support to the least developed countries, landlocked developing countries, small island developing States and Africa.[a]

1. I write in reference to your memorandum dated 7 March 2012 on the above draft report. This is to confirm that the Executive Office of the Secretary-General does not have further comments except to advise that, with regard to recommendation 2 by the Committee for Programme and Coordination (CPC), it can be confirmed that on 8 March 2012, the Secretary-General announced the appointment of Mr. Maged Abdelaziz of Egypt as his Special Adviser on Africa.

2. That announcement is attached to this note and may also be accessed at the following link: http://www.un.org/News/Press/docs/2012/sga1331.doc.htm.

3. Therefore, it is the view of the Executive Office of the Secretary-General that OIOS propose to the CPC that the relevant recommendation be considered as closed.

(*Signed*) Asha-Rose **Migiro**

23 March 2012

[a] This practice was instituted in accordance with General Assembly resolution 64/263, following the recommendation of the Independent Audit Advisory Committee.

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Coordination questions: New Partnership for Africa's Development

United Nations system support for the New Partnership for Africa's Development

Report of the Secretary-General

Summary

The present report provides an overview of activities undertaken by the United Nations system in support of the New Partnership for Africa's Development (NEPAD) since June 2011, and was organized around the nine clusters established by the Regional Coordination Mechanism of the United Nations agencies working in Africa, convened by the Economic Commission for Africa.

The report underlines the need for United Nations entities to enhance their evaluation of the impact of their support in implementing NEPAD and calls for more coherent support by the United Nations for African countries in mobilizing financial resources for Africa's development, including the NEPAD projects and programmes.

* E/AC.51/2012/1.

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I. Introduction

1. At its forty-fifth session, the Committee for Programme and Coordination recommended that the General Assembly request the Secretary-General to report to the Committee, at its forty-sixth session, and annually thereafter, on the support provided by the United Nations system to the New Partnership for Africa's Development (NEPAD), a programme of the African Union (see A/60/16, para. 237). The request was endorsed by the Assembly in its resolution 66/8.

II. Support for the implementation of the New Partnership for Africa's Development

2. The present report describes activities undertaken by United Nations system entities in support of NEPAD since June 2011, drawing on information received from individual entities. This support is organized around nine thematic clusters corresponding to the priorities of NEPAD.

A. Infrastructure development

3. The infrastructure cluster coordinated by the Economic Commission for Africa (ECA) comprises four sub-clusters: water and sanitation, energy, information and communications technologies and transport. Progress was made in the development of the strategic framework of the Programme for Infrastructure Development in Africa, which was launched by the African Union in 2010 and guides the cluster activities.

4. During the reporting period, the World Bank committed $688 million in financing from its International Development Association for operations in priority areas identified in the African Action Plan for 2010-2015 developed by the African Union/NEPAD. The World Bank's support involves 10 operations in regional infrastructure, trade and private sector development and the environment, including, for instance, more than 800 km of roads in NEPAD priority transport corridors, with corresponding investments under way in ports, bridges, joint border-post facilities and other trade facilitation measures that are helping to improve export competitiveness and boost regional trade. As a result, transit times have been reduced by more than 50 per cent along the Tema-Ouagadougou corridor under the West Africa trade and transport facilitation programme.

5. In the area of water and sanitation, the cluster continued to provide substantial support to the African Ministerial Council on Water and the African Water Facility with regard to the Africa regional process towards preparation for the Sixth World Water Forum. It also provided human and technical support to NEPAD and the regional economic communities, as well as to river basin organizations and national Governments. It also helped disseminate information through the establishment of a publication strategy for the *African Water Development Report*.

6. To develop sustainable energy, the International Atomic Energy Agency (IAEA) has launched national and regional projects to assist African countries with the use of energy-planning models for integrated energy planning and economics. In the light of increased interest in the potential use of nuclear energy for electricity

generation in Africa, IAEA assisted some African countries in conducting feasibility studies in this area.

7. The International Telecommunication Union (ITU), through its project to harmonize information and communications technology policies in sub-Saharan Africa, has supported the development of model laws of the Economic Community of West African States (ECOWAS), including their transposition to national legal instruments in West African countries. In the Southern African Development Community (SADC), model laws and policies are being updated to reflect current technology. This support helped to establish an enabling environment and regulatory framework to promote public and private investment in the African information and communications technology infrastructure.

8. The United Nations Conference on Trade and Development (UNCTAD) presented its first policy review on information and communications technology to the Government of Egypt in October 2011. The review evaluates the main achievements and remaining challenges in areas of information and communications technology infrastructure, skills development, the use of information and communications technology in the educational system, e-content development in Arabic and the promotion of an export-oriented information and communications technology sector.

9. The Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States undertook a study entitled: "The context for developing an intergovernmental agreement to underpin the Trans-African Highway" and co-organized an expert group meeting with ECA and the African Union Commission in September 2011 to support the elaboration by African countries of an intergovernmental agreement to underpin the Trans-African Highway. The expert group recommended an increase in the speed of the adoption of uniform minimum continental norms and standards for the design, construction, maintenance and operation of the Trans-African Highway and adopted an intergovernmental agreement that will provide the legal framework for the highway. As a result, in January 2012, the African Union summit endorsed a ministerial declaration on the Trans-African Highway.

10. The International Maritime Organization (IMO), through its integrated technical cooperation programme, continued to assist African countries in reducing the number of accidents on inland waterways through the development of model safety regulations for non-convention sized ships and fishing vessels operating in Africa, and through a regional workshop and training seminar benefiting non-francophone countries in West and Central Africa held in November 2011. IMO has supported a number of African coastal countries with the establishment of international search and rescue and global maritime distress safety systems. IMO has also provided support to several African countries in developing their maritime legislation.

11. Through its energy programme, the United Nations Industrial Development Organization (UNIDO) continued the introduction of renewable energy technologies, especially in rural and off-grid areas, to promote energy efficiency and renewable energies for productive uses in West Africa. In June 2011, UNIDO co-organized the high-level Vienna Energy Forum under the theme "Energy for all — time for action", which focused on energy poverty and increasing energy access in developing countries. As a result, ministers supported three clear goals for

the energy agenda, namely ensuring universal access to modern forms of energy for all by 2030, reducing global energy intensity by 40 per cent by 2030 and increasing the share of renewables to 30 per cent by 2030.

B. Governance

12. The governance cluster, coordinated by the United Nations Development Programme (UNDP), supports governance programmes of the African Union Commission, the NEPAD Planning and Coordinating Agency (NEPAD Agency) and the regional economic communities.

13. ECA continued to provide technical support to field missions of the African Peer Review Mechanism. By managing multi-donor trust funds for the African Peer Review Mechanism, UNDP facilitates financial support from partners to the secretariat of the Mechanism and activities such as country reviews. UNDP is working with the secretariat of the Mechanism to improve reporting obligations with donors to the trust fund and advocating on behalf of African countries for continued support. Support by UNDP of the African Peer Review Mechanism contributed to the accession of 30 countries to the Mechanism, while 14 have been peer reviewed.

14. UNDP also provided support directly to countries to accelerate the process of the African Peer Review Mechanism. In particular, this enabled Kenya to complete the second review in July 2011. In addition, Algeria, Benin, Burkina Faso, Ghana, Lesotho, Nigeria, Rwanda, South Africa and Uganda started implementation of their respective National Programmes of Action and have submitted progress reports to the African Peer Review Forum. Furthermore, UNDP and ECA provided support to strengthen synergy between the African Peer Review Mechanism, the National Programmes of Action and other national development frameworks through the publication of a framework document on harmonizing the African Peer Review Mechanism, the National Programmes of Action under that Mechanism and other national development plans into a common medium-term expenditure framework.

15. The United Nations Global Compact and its local network project partners from Egypt, Nigeria and South Africa launched a four-year project to promote collective action as a mechanism to address anti-corruption challenges. In this context, a series of workshops and meetings were organized from March to December 2011 involving the private sector, Government and other stakeholders.

16. The United Nations Democracy Fund contributed to strengthening both democracy and human rights and the rule of law in southern Africa. The United Nations Democracy Fund also supported governance and reconciliation projects in Burundi and capacity-building for civil society organizations working on democracy in Burkina Faso and the Gambia, and facilitated interaction between the judiciary and civil society on democratic issues in Guinea. Other projects included voter education in pastoralist communities of Kenya, media support for community empowerment in Malawi and local governance in Mali.

17. The United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) has supported African countries in increasing women's participation and representation in politics through its advocacy for a quota system. As a result, countries made legal provisions for affirmative action by establishing laws regarding quotas. Eight of the world's top twenty-five countries with regard to

female representation in parliament are from Africa, including Angola, Burundi, Mozambique, Rwanda, Seychelles, South Africa, Uganda and the United Republic of Tanzania. More than 30 per cent of the seats in each country's parliament are held by women.

18. The United Nations Children's Fund (UNICEF) coordinated an Inter-Agency Core Group to implement recommendations and a plan of action for a universal ratification campaign on the Optional Protocol to the Convention on the Rights of the Child on the involvement of children in armed conflict, and the African Charter on the Rights and Welfare of the Child. The campaign realized immediate commitments, as Tunisia publicly committed to engage the ratification process of the Charter. The core group met regularly and jointly supported the African Union Commission in its preparation of background documentation for a continental ratification conference scheduled for 2012.

C. Peace and security

19. The peace and security cluster, co-chaired by the United Nations Office to the African Union on behalf of the Department of Political Affairs of the Secretariat and the African Union Peace and Security Council, comprises three sub-clusters: the peace and security architecture of the African Union; post-conflict reconstruction and development; and human rights, justice and reconciliation. In line with the outcome of the eleventh meeting of the Regional Coordination Mechanism, efforts have been under way to establish an emergency preparedness and response sub-cluster to link humanitarian operations and peace and security issues in Africa.

20. The Department of Political Affairs increased support to the Central Africa subregion through the new United Nations Regional Office for Central Africa in Libreville, which is coordinating United Nations system support to subregional organizations, including the Economic Community of Central African States (ECCAS); supporting internal political dialogue and mediation; and coordinating efforts at tackling transborder issues such as piracy and the threats posed by non-State armed groups. In this particular context, the Office for the Coordination of Humanitarian Affairs of the Secretariat continued supporting the African Union in developing a regional strategy for the protection of civilians in the areas affected by the Lord's Resistance Army by ensuring the regional task force's compliance with international humanitarian and human rights law. Furthermore, the Department of Political Affairs, through the United Nations Office for West Africa (UNOWA), supported ECOWAS in joint missions conducted in Guinea and Liberia. UNOWA continued to provide support to the ECOWAS Early Warning Directorate to improve their skills in political analysis and reporting.

21. The Department of Political Affairs provided capacity-building support to SADC in establishing its Electoral Support Unit and Electoral Advisory Council. A memorandum of understanding was signed between the United Nations and SADC in September 2011. Support included assistance in developing the Electoral Advisory Council website and portal and the provision of technical support to the SADC Observer Mission deployed to the Democratic Republic of the Congo during recent elections.

22. In collaboration with the Department of Peacekeeping Operations and other partners, the Office for the Coordination of Humanitarian Affairs contributed to the

development of draft African Union guidelines for the protection of civilians in peace support operations. The Office supported the African Union Commission in undertaking humanitarian assessment missions to Kenya, Liberia, Sierra Leone, Somalia, the Sudan and Zimbabwe. In the area of civil-military coordination, the Office contributed to the development of an operational framework for the African Standby Force and prepared personnel for African Union-related peace support operations.

23. To support the consolidation of peace, the Peacebuilding Commission continued to be engaged in Burundi, the Central African Republic, Guinea, Guinea-Bissau, Liberia and Sierra Leone. In November 2011, the Government of Rwanda, in collaboration with the African Development Bank (AfDB) and the Peacebuilding Support Office, hosted the High-level Meeting on Post-Conflict Peacebuilding: the experience of Rwanda. By bringing together countries that are on the Peacebuilding Commission agenda and emerging from conflict, as well as the World Bank and the African Union, this meeting helped countries to draw on the successful experience of Rwanda in peacebuilding and addressed a number of post-conflict challenges.

24. To strengthen coherent interventions across the peace and development nexus, the Office of the Special Adviser on Africa organized an expert group meeting on peace, stability and development in Africa in December 2011. The meeting provided a platform for the sharing of experience and the establishment of partnerships to move forward the agenda for peace, development and stability. It contributed to enhancing the understanding of such issues as the capacity of States and regional organizations to be leading actors in peace, relief and development and supported the role of States and local authorities in providing stability, jobs and security for their people.

25. Following the endorsement of the African Union Plan of Action on Drug Control and Crime Prevention 2007-2012 by African leaders, the United Nations Office on Drugs and Crime (UNODC) supported the implementation of the Plan of Action jointly with the African Union Commission. The support included policy and technical support for the implementation of the Plan of Action, regional workshops on key drug control and crime prevention areas and the mainstreaming of drug control and crime prevention into continental/regional/national development plans and country strategies based on the Millennium Development Goals. As a result, these initiatives contributed to the improvement of security sector reforms, peace and institution-building.

26. In the context of the Regional Programme on Drug Control, Crime Prevention and Criminal Justice Reform in the Arab States 2011-2015, UNODC has been supporting North African countries in their response to emerging national priorities in the areas of drug control and crime and terrorism prevention in the aftermath of democratic transitions. Similarly, UNODC has assisted countries in West Africa in developing and implementing national integrated programmes against illicit trafficking and organized crime.

27. UNODC, the Department of Peacekeeping Operations and the Department of Political Affairs have developed the West Africa Coast Initiative for post-conflict countries such as Côte d'Ivoire, Guinea-Bissau, Liberia and Sierra Leone. The primary component of the initiative is the establishment of transnational crime units in each country and the linkage of these units into a regional centre to gather and share information and intelligence and to promote cross-border collaboration.

28. UNODC took part in a United Nations inter-agency mission to the Sahel to evaluate the security threat, including organized crime, counter-terrorism and trafficking in weapons, in the aftermath of the crisis in Libya. Moreover, in response to emerging threats such as the maritime piracy in the Gulf of Guinea, UNODC led a joint assessment mission with the Department of Political Affairs and other partners in the region, including consultations with regional organizations such as ECOWAS, ECCAS and the Gulf of Guinea Commission, to evaluate the threat.

D. Agriculture, food security and rural development

29. The agriculture, food security and rural development cluster is coordinated and co-chaired by the African Union Commission and the Food and Agriculture Organization of the United Nations (FAO).

30. As the mission of the cluster is to ensure coherence, synergy and complementarity, thereby enhancing the coordination of system-wide support of the United Nations for the Comprehensive Africa Agriculture Development Programme, it embarked on the formulation of a medium-term capacity-building programme in support of the African Union Commission and NEPAD Agency. The result so far has been the successful completion of the needs assessment and a draft programme proposal to be finalized by June 2012.

31. During the period under review, Mauritania, Mozambique and Seychelles signed a compact with the Comprehensive Africa Agriculture Development Programme, bringing to 30 the number of countries that have engaged in the process. Twenty-one countries have formulated national agriculture investment plans. FAO assisted Ethiopia, Liberia, the Niger, Rwanda, Sierra Leone and Togo in their successful bids for accessing resources under the global agriculture and food security programme. To ensure that national food security programmes were fully integrated into the national Agriculture Development Programme process, FAO helped Côte d'Ivoire and Guinea integrate their national food security programmes into their respective national agriculture investment plans.

32. The United Nations Development Programme contributed to strengthening the inclusive agrifood sector in Africa through the 2011 Agribusiness Forum and a high-level public-private dialogue on the theme of inclusive growth in the agrifood sector. As a result, the Johannesburg Declaration on Engaging the Private Sector in Furthering Africa's Agribusiness, Food Security and Nutrition Agenda was adopted.

33. Under the African Agribusiness and Agro-Industries Development Initiative, FAO and UNIDO helped Burkina Faso, the Comoros, the Democratic Republic of the Congo, Ghana, Liberia, Madagascar, Nigeria, Rwanda, Sierra Leone, the Sudan and the United Republic of Tanzania assess the key constraints faced by the agro-industry sector that limit the ability of countries to add value to agricultural production through agroprocessing, post-harvest handling, supply chain management and trade promotion; develop and validate concrete programme interventions to promote agro-industry development in close collaboration and consultation with stakeholders and international financial institutions; and mobilize resources from AfDB, the World Bank, the International Fund for Agricultural Development and other bilateral and multilateral donors.

34. Within the framework of the Revised African Regional Nutrition Strategy (2005-2015), the World Food Programme (WFP) and ECA have supported the African Union Commission in undertaking a study on the cost of hunger in Africa. The purpose of the study is to raise awareness, build consensus and catalyse action towards reducing child undernutrition in Africa.

35. In 20 African countries, IAEA continued to support crop improvement, water use and soil management, animal health, insect and pest control and food safety to enhance their capacities to sustain and improve food and agricultural production.

36. In response to the Horn of Africa crises, FAO provided leadership in advocacy work for coordinated, synergetic, timely and concrete responses. FAO, in collaboration with France and other United Nations agencies, organized two meetings in July and August 2011 to develop comprehensive actions to deal with underlying problems in the Horn of Africa. FAO participated in a number of follow-up actions which resulted in the following key outcomes: an agreement for FAO to lead the formulation of a regional livelihood programme to be funded by AfDB and the World Bank; approval by FAO to allocate $0.3 million under its technical assistance programme as a contribution to the formulation of a Horn of Africa disaster response programme; and the launching of a regional Comprehensive Africa Agriculture Development Programme process for the Intergovernmental Authority on Development (IGAD).

37. WFP, together with FAO, the Office for the Coordination of Humanitarian Affairs and the Office of the United Nations High Commissioner for Refugees (UNHCR) supported the African Union Commission in organizing a pledging conference for the Horn of Africa to address the immediate humanitarian needs and build on Africa-led principles and frameworks such as the Comprehensive Africa Agriculture Development Programme. Following the conference and the launch of the African Union appeal for drought-affected countries in the Horn of Africa in August 2011, the Office for the Coordination of Humanitarian Affairs deployed technical support to help the African Union Commission manage the pledges.

38. WFP provided technical support for the finalization of an African humanitarian policy framework and disaster management strategy that provides norms, standards and principles covering various aspects and the scope of humanitarian action in the continent. In this context, WFP assisted the African Union Commission and NEPAD Agency in conducting a feasibility study on emergency humanitarian food reserve systems with a view to identifying actions that could be taken at the regional level to ensure the adequacy of food supplies at all times and in all places.

E. Industry, trade and market access

39. The cluster continued supporting African regional and subregional organizations on productive capacity-building for trade and market access and on the development of sustainable continent-wide industrialization.

40. UNIDO has continued to implement projects in support of the industrialization priorities of NEPAD. Efforts have continued to support the African Union through the implementation of the Action Plan for the Accelerated Industrial Development of Africa and its implementation strategy. The International Organization for Migration (IOM) contributed significantly to a paper exploring issues related to boosting

intra-Africa trade, which was the theme for the Eighteenth Ordinary Session of the Assembly of the Union on how migration can contribute to boosting intra-Africa trade, including the establishment of one-stop border posts in line with NEPAD priorities on trade and infrastructure in Africa.

41. The World Trade Organization (WTO) held the third Global Review on Aid for Trade in July 2011 to survey the results achieved since the launch of the Aid for Trade initiative in 2005. The global review was underpinned by a joint monitoring exercise by the Organization for Economic Cooperation and Development (OECD) and WTO comprising more than 140 questionnaires and 275 case stories submitted by Aid for Trade stakeholders. Jointly with WTO and OECD, ECA issued a publication entitled "African case stories: a snapshot of Aid for Trade on the ground in Africa". The publication reviewed the continent's Aid for Trade flows and case stories, and drew lessons and best practices to further enhance the impact of Aid for Trade.

42. WTO and partner organizations in the Standards and Trade Development Facility initiated the development of a framework, based on multi-criteria decision analysis, to help developing countries prioritize sanitary and phytosanitary capacity-building options and improve the effectiveness and decision-making processes on this issue. The framework was successfully applied in Mozambique and Zambia in April and July 2011, followed by a regional workshop in South Africa to equip sanitary and phytosanitary experts from other African countries with the knowledge needed to apply this new approach.

43. Under the enhanced integrated framework programme, UNCTAD assisted the Gambia and Mozambique in the preparation of the terms of reference for updating their diagnostic trade integration study aimed at identifying constraints to competitiveness, including sectors with high growth and export potential. UNCTAD organized a regional workshop on trade mainstreaming to assist Cameroon, the Democratic Republic of the Congo, Djibouti, Guinea-Bissau, Mali and Togo in better integrating trade into their national development plans.

44. To support African trade negotiators in Geneva, UNCTAD prepared the draft Accra Declaration on WTO Doha negotiations for the Seventh Ordinary Session of the African Union Conference of Ministers of Trade held in November and December 2011. The Declaration was adopted and submitted to WTO for the Eighth Ministerial Conference of the World Trade Organization. The Automated System for Customs Data (ASYCUDA) programme developed with support from UNCTAD helped African countries reduce customs clearing time from weeks to days and has reduced costs. It has also helped to increase customs revenue by between 15 and 60 per cent. About 40 African countries benefited from the ASYCUDA programme in 2011. UNCTAD also supported SADC and the Common Market for Eastern and Southern Africa through specialized training and advice on issues related to the services trade and support in development of the frameworks for services liberalization.

45. A strategy led by the International Trade Centre (ITC) on the commercialization of gum arabic production from acacia trees has enabled community producers, who were provided with starter kits of small hand tools and fencing materials, to significantly increase their source of income and has encouraged the expansion of production. Burkina Faso and Mali have both requested similar interventions by submitting project proposals for funding under

the enhanced integrated framework with ITC. In Central Africa, ITC facilitated the design and implementation of sector development strategies in coffee in Cameroon and the Democratic Republic of the Congo. Following the installation and demonstration of environmentally friendly community coffee-washing stations, the crops harvested in 2011 provided a 25 per cent increased premium on 2009/10 prices in the communities.

46. In the framework of its project on non-tariff measures, ITC is implementing company-level surveys in African Member States and regional economic communities to understand the non-tariff obstacles relevant to their export sectors and build their capacities to increase inter- and intra-regional trade. This survey contributed to the declaration on boosting intra-African trade and the establishment of a continental free trade area produced during the African Union Conference of Ministers of Trade held in November and December 2011.

F. Environment, population and urbanization

47. The focus of the environment, population and urbanization cluster is to address challenges related to the growing population and movement of people; the rapid growth of towns; environmental degradation; and the lack of demographic statistics.

48. The cluster continued implementing its business plan 2010-2012, which has been aligned to the Ten-Year Capacity-Building Programme for the African Union. Among the major areas of support, a focus was given to supporting the African Ministerial Conference on the Environment and formulation of the African common position for both the United Nations Climate Change Conference in Durban, South Africa, and the United Nations Conference on Sustainable Development (Rio+20) in Rio de Janeiro, Brazil.

49. In the context of the preparation for Rio+20, ECA, jointly with the African Union Commission and AfDB and in partnership with the regional economic communities, the Department of Economic and Social Affairs of the Secretariat, the United Nations Environment Programme (UNEP) and UNDP, organized the Africa Regional Preparatory Conference for Rio+20 in Addis Ababa. The conference adopted the Africa Consensus Statement, which was endorsed by the African Union summit in January 2012. The United Nations International Strategy for Disaster Reduction provided substantive input, resulting in the call for enhanced commitments to advance action in areas critical to Africa's sustainable development, including strengthening disaster risk preparedness and reduction in the Africa Consensus Statement to Rio+20.

50. During the reporting period, the World Meteorological Organization (WMO) co-sponsored with UNEP the Intergovernmental Panel on Climate Change by providing, through the network of national meteorological services, data for carrying out research in climate change. WMO collaborates with regional economic communities in the implementation of meteorological and hydrological programmes in Africa.

51. The United Nations Human Settlements Programme (UN-Habitat) and UNEP launched a new initiative in June 2011, working with Burundi, Kenya, Rwanda, Uganda and the United Republic of Tanzania to promote energy efficiency in buildings and update national and city building codes with new standards that

respond to realities across the region. Under the Bamako Action Plan, 14 African countries have initiated reviews of their land and urban policies and legislation to increase access to secure tenure. Eight of these countries have taken further steps towards improving their respective land management and administration systems in the light of opportunities presented by rapid urbanization.

52. UNEP continued to support the implementation of the marine, coastal and freshwater resources component of the action plan for the environment initiative of NEPAD through the implementation of the Abidjan Convention for the protection, management and development of the marine and coastal environment of the West and Central African region and the Amended Nairobi Convention for the Protection, Management and Development of the Marine and Coastal Environment of the Western Indian Ocean. IMO has also been working to promote safer shipping and a clean environment through building capacities in marine pollution prevention and the protection of the marine environment.

53. With the support of UN-Habitat, members of the NEPAD cities programme convened in Durban, in December 2011 during the United Nations Climate Change Conference at a session entitled "The Durban Local Government Convention: adapting to a changing climate", to share experiences and build a deeper understanding of climate change adaptation as a critical tool in achieving local developmental and sustainability objectives. In collaboration with UNDP, UNEP, the Climate Change secretariat, the United Nations Institute for Training and Research, the World Bank, AfDB and the International Emissions Trading Association, UNCTAD organized the Third Africa Carbon Forum in July 2011, which strengthened links between the clean development mechanism project developers and the region's investment community and facilitated knowledge sharing among project sponsors and buyers.

54. UN-Women supported activities related to strengthening women's voice and influence in climate change adaptation and mitigation. Activities included supporting women's advocacy platforms for gender-sensitive climate change financing and advocating for better positioning of women's groups in paid ecological services involving 14 African countries.

55. To promote a better understanding of the contribution of weather-, climate- and water-related services to socio-economic development in least developed countries, particularly in the priority areas of action of the Istanbul Programme of Action, the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States organized a workshop on coordination and partnership for enhancing benefits from these areas, with WMO, in November 2011. The workshop increased the participants' understanding of the Istanbul Programme of Action and provided them with a better appreciation of the benefits from the implementation of various WMO programmes.

56. The United Nations International Strategy for Disaster Reduction contributed to the strengthening of Africa's international engagement on disaster risk reduction during the reporting period, resulting in substantive input into the biennial global platform on disaster risk reduction and increased reporting against the Hyogo Framework for Action. As a result, 33 national platforms supporting the implementation of disaster risk reduction strategies at the country level are now functioning across Africa, in addition to a regional ministerial-level platform.

57. The World Tourism Organization, in collaboration with UNIDO, is providing support in reducing the degradation of marine and coastal environments of transboundary significance through a project funded by the Global Environment Facility on coastal tourism in nine sub-Saharan African countries.

58. In the area of population migration, the Office of the Special Adviser on Africa, in collaboration with IOM, organized a panel discussion in June 2011 on Africa and international migration to raise awareness regarding the impact of migration on Africa's development. The meeting provided a platform to raise awareness regarding the African dimension of international migration within the United Nations system and identified areas to move the migration and development conflicts agenda forward in the light of the High-level Dialogue on International Migration and Development to be held in 2013.

59. UNHCR facilitated the return of some 42,000 refugees and nearly 1 million internally displaced persons, mostly in the Central Africa and Great Lakes region, including in the East and the Horn of Africa. Most of the returnees moved back to desperately poor and devastated areas and needed support to make their return sustainable.

G. Social and human development

60. The social and human development cluster has six sub-clusters: health, HIV/AIDS, malaria, tuberculosis and other infectious diseases; education and human resources; gender, youth and development; social welfare, protection and human trafficking; labour and employment; and sports and culture. The cluster has progressively been able to align its programme of work with NEPAD priorities.

61. In the health area, the International Civil Aviation Organization, working with the World Health Organization (WHO), the Office for the Coordination of Humanitarian Affairs and other partners, continued supporting the implementation of the cooperative arrangements for the prevention and spread of communicable diseases by air transport for the Africa project. IAEA has implemented more than 30 projects on integrating radiotherapy services into public health systems for equitable access to effective and affordable cancer care services in Africa. IAEA provided training to radiotherapists, medical physicists, nurses and radiographers with a view to improving radiotherapy protocols, medical physics and the management of radiotherapy departments. This has significantly improved treatment services and the working conditions of radiotherapy personnel.

62. The United Nations Fund for International Partnerships (UNFIP) supported the strengthening of immunization services through global measles control in 12 African countries. In collaboration with UNICEF, the Fund provided for country-wide distribution of nets treated with a long-lasting insecticide in Cameroon, Equatorial Guinea, Liberia and Sierra Leone.

63. The United Nations Population Fund (UNFPA), in partnership with UNICEF and WHO, continued its support for the Campaign on Accelerated Reduction of Maternal Mortality in Africa. As a result, with the consolidation of activities to build on the social mobilization efforts generated from the launching of the campaign, several countries have changed their policies aimed at reducing maternal mortality with the provision of free health care for pregnant and lactating mothers.

64. WHO provided technical support to the African Union-India workshop on sharing practical experiences, information and expertise on traditional medicine in October 2011. The outcome of the workshop was a road map for collaborative interventions for traditional medicine development under the cooperation of the African Union and India. In December 2011, UNCTAD collaborated with WHO to ensure greater access by the poor to pharmaceutical products in developing countries. UNCTAD undertook case studies on local pharmaceutical production in Ethiopia and Uganda to identify factors that are critical to successful transfers of pharmaceutical technology in order to enable viable production of and access to medicines in developing countries.

65. To develop capacity, NEPAD Agency, with UNDP support, has established a roster of 80 screened African capacity development practitioners who can be called upon to support the implementation of the Capacity Development Strategic Framework in-country and at the regional level. This increases the availability of African capacity development expertise and responds to the Agency's desire to decrease its dependence on non-African experts. NEPAD Agency, UNDP and African Governments are now engaging with these experts on the development of national capacity development strategies and the preparation of country capacity profiles for the upcoming NEPAD report on African capacity development.

66. FIP supported joint United Nations programmes for adolescent girls in Liberia and Malawi, the education of Somali refugee girls in Ethiopia, and an evaluation of the acceptability, health impact and sustainability of clean stove/fuel options for sub-Saharan Africa. UNDP provided training on private sector and inclusive market development to more than 60 people from 29 African countries, including 24 UNDP country office focal points and representatives from Governments, NEPAD, the Comprehensive Africa Agriculture Development Programme and regional economic communities. Courses included inclusive market development fundamentals; the assessment, selection and development of local and national value chains; facilitating and brokering partnerships; and regional value chain promotion.

67. WTO supported technical assistance activities in Africa at both the national and regional levels to build human and institutional capacity related to multilateral trade issues. Approximately 34 per cent of national activities organized by WTO were conducted in African countries. Nearly 2,500 candidates were trained during the period from July to December 2011. The activities involved subjects of interest in the ongoing Doha Development Agenda negotiations, including agriculture, non-agricultural market access, trade facilitation and development issues.

68. ITC intensively trained seven members of the ECOWAS trade experts on the Centre's market analysis tools and in methods to analyse export potential for key markets. As a result, the experts developed and published five region-wide studies on the export potential of specific products. These experts now produce market news bulletins on the ECOWAS priority sectors. FAO supported two training courses in aquaculture and rice technology for 54 experts and technicians in China in 2011.

69. IAEA has sought to strengthen the institutional capacity of African countries through the placement of fellows and the recruitment of experts from these training centres developed by Member States. From May 2011 to January 2012, IAEA awarded 183 fellowships, facilitated 54 scientific visits and conducted 99 training courses with more than 1,000 participants.

H. Science and technology

70. The science and technology cluster's support focuses on the implementation of the NEPAD science and technology consolidated plan of action, which is built on the three interrelated pillars of capacity-building, knowledge production and technological innovation. The cluster members continued supporting the efforts of African countries to transform their economies into knowledge-based economies.

71. The United Nations Educational, Scientific and Cultural Organization (UNESCO) supported the African Union Commission in the implementation of the plan of action for the Second Decade of Education for Africa. Activities were undertaken jointly and achieved the validation of the African Union education observatory legal framework; the launch of the Pan-African University and the approval of its legal documents; and the Arusha Convention on the recognition of studies, degrees and other qualifications in Africa by the Conference of Ministers of Education of the African Union.

72. ITU launched a network of Centres of Excellence in African countries to promote the use of information and communications technology in education for distance learning and face-to-face training. In 2011, about 15 workshops were carried out face-to-face and 3 online. Some 600 senior managers took part in these workshops on themes related to policy and regulation, business and management, new technologies and services, universal access and rural information and communications technology development.

73. The World Intellectual Property Organization provided support to the Regional Conference on Technology and Innovation Support and organized meetings on the transfer of technology and new challenges, including a regional forum on innovation support centres in February 2012, to support African countries in the establishment or enhancement of intellectual property management and innovation support infrastructure, such as technology transfer at universities.

74. The United Nations University (UNU) continued to support the NEPAD African Science, Technology and Innovation Indicators Initiative by providing advice and assisting in the preparation of the report entitled "African Innovation Outlook", released in 2011.

I. Communication, advocacy and outreach

75. The primary objective of this cluster, which is coordinated by the Office of the Special Adviser on Africa and co-chaired by the African Union Commission, is to promote advocacy and mobilize support for the implementation of the NEPAD priorities at the international and regional levels. To achieve tangible results, communication focal points of the United Nations system were requested to assist in changing negative perceptions about Africa and help brand NEPAD Agency as a new way of thinking and doing business in Africa.

76. The Second Regional Media Dialogue on the theme "The role of the media in Africa's development" was organized by the advocacy and communication cluster of the Regional Coordination Mechanism in Africa in June 2011. The objective was to increase understanding of and support for African Union development priorities

through its NEPAD programme by engaging the media as a partner in Africa's development and encouraging it to provide greater publicity of NEPAD activities.

77. In addition, the Office of the Special Adviser on Africa continued its advocacy efforts regarding Africa's development challenges through the publication of policy briefs on Africa's progress towards the Millennium Development Goals, terms of trade among Africa's least developed countries, and taxation and development policy in Africa. The policy briefs, intended for policymakers and their development partners, provide another view of key economic and development issues affecting Africa.

78. The Office of the Special Adviser on Africa, in collaboration with the Department of Public Information and ECA, joined forces with NEPAD Agency to organize a series of commemorative high-level events to mark the tenth anniversary of NEPAD at United Nations Headquarters in October 2011. The commemoration provided an opportunity for a deeper reflection at all levels on the decade of change and progress as well as an opportunity to further engage the global development community, including the United Nations system, in strengthening the partnerships for the implementation of NEPAD priorities. These events offered a platform to showcase good progress of key NEPAD initiatives, including the Comprehensive Africa Agriculture Development Programme and the Programme for Infrastructure Development in Africa. In particular, the Africa Peer Review Mechanism demonstrated positive impacts of good governance on socio-economic development in Africa and raised awareness of international support for the implementation of National Programmes of Action.

79. The Department of Public Information supported NEPAD through *Africa Renewal*, which published stories on NEPAD achievements and challenges in English and French. The publication reaches 45,000 readers and 59,000 Web visitors every month. It has used Facebook and Twitter to promote Africa's economic development issues. By December 2011, the Department of Public Information had 9,300 followers of English tweets, and 5,290 followers of French. Further, global and African media reprinted about 1,200 short feature articles from *Africa Renewal*.

80. The Office of the Special Adviser on Africa, in partnership with Africa Investor, NYSE Euronext and the United Nations Global Compact, organized an African Heads of State and Government investment working lunch in September 2011 at the New York Stock Exchange to engage global investment leaders on partnerships and investments for regional economic integration in Africa.

81. The Joint United Nations Programme on HIV/AIDS (UNAIDS) has worked in all major political platforms to advocate for the development of the Africa Common Position on AIDS, which was later put forth at the High-level Meeting on HIV/AIDS in June 2011. Similarly, UNAIDS has advocated for Africa's development in the India-Africa Forum, African Union Heads of State summits and the international round table on China-Africa Health Collaboration.

82. As part of the outreach efforts, ECA continued to monitor economic trends in African countries and to disseminate the findings through flagship publications, including the "Economic report on Africa", the "MDG report" and the "Mutual review of development effectiveness". The Commission also undertook advisory activities in view of strengthening Africa's voice and representation in the debate on international financial reform and Group of 20 processes.

III. Policy issues in the implementation of the New Partnership

A. Strengthening of the cluster system and enhanced United Nations/ African Union cooperation

83. During the reporting period, the United Nations system strengthened its support for the implementation of NEPAD and the Ten-Year Capacity-Building Programme for the African Union. The twelfth session of the Regional Coordination Mechanism in November 2011 marked a turning point in the implementation of the Ten-Year Programme, since it addressed its draft comprehensive work programme entitled "United Nations system support to the African Union Commission Capacity-Building Programme". The report contained the outcome of a needs-assessment exercise undertaken at the departmental level of the African Union Commission under the guidance of the Joint Regional Coordination Mechanism secretariat. Recommendations were made for the development of an effective monitoring and evaluation mechanism of the work programme of the Ten-Year Programme.

84. Over the period under review, the nine clusters of the Regional Coordination Mechanism continued to extend support to the African Union Commission in the servicing of African Union summits, the implementation of various programmes for Africa's development and the mainstreaming of cross-cutting issues such as gender and employment in their work. Most clusters were able to finalize their business plans and align them to African Union priorities.

85. Moreover, the environment sub-cluster organized consultations and capacity-building training workshops for the African group of negotiators in March 2012 to strengthen the negotiating capacities for the African Group to effectively articulate the continent's position for Rio+20.

86. The sub-cluster on culture and sport worked with the African Union to establish modalities of work and institutional frameworks for United Nations-coordinated assistance in the field of culture. As a result, the sub-cluster promoted copyright entitlements and raised awareness of local authorities and artists, thereby allowing artists to benefit from declared and harmonized revenues in touristic areas.

B. Support for the mobilization of financial resources for the implementation of the New Partnership

87. The continued support of the International Monetary Fund (IMF) to debt relief under the Heavily Indebted Poor Countries Initiative (HIPC Initiative) and the Multilateral Debt Relief Initiative has helped reduce the debt burden of heavily indebted poor countries and freed resources for poverty-reducing expenditures. As at the end of 2011, 26 countries in sub-Saharan Africa had reached the HIPC Initiative completion point and received debt relief of more than $6 billion from IMF under the HIPC Initiative and the Multilateral Debt Relief Initiative. Chad, Côte d'Ivoire, Comoros and Guinea are past the HIPC Initiative decision point, but have not yet reached the completion point.

88. Partnerships are being implemented by IOM for the establishment of the African Institute for Remittances Project, which aims at advising on policy guidelines and regulatory measures to enhance the benefits of remittances.

89. UNDP provided extensive financial and technical support for the establishment and development of the NEPAD Africa Platform for Development Effectiveness which has become a leading South-South forum for capacity development and aid effectiveness. It has a library of 1.5 million documents, more than 700 registered members, receives 300,000 website hits per month, appears almost daily in newspaper articles and has attracted partners such as Oxfam and the World Bank Institute.

C. Cross-cutting issues

90. UN-Women has supported NEPAD through the empowerment of rural women, as they are seen as critical agents for enhancing agricultural and rural development and food and nutritional security in Africa. Its work included influencing policy decision by ensuring the integration of rural women's issues in national development planning. In Mali, for example, UN-Women supported the Government in developing a national gender-sensitive planning and budgeting strategy and operational tools. For the first time, gender planning and budgeting was introduced in the circular letter for the preparation of the 2012 national budget.

91. UNFPA supported the African Union programmes for young people especially the African Union Youth Volunteer Corps programme and the African Youth Charter. In the context of the land policy initiative, UN-Habitat has been developing a framework and guidelines to ensure that land policies provide for equitable access to land, especially for vulnerable groups.

92. UNESCO supported the establishment of a regional research and documentation centre on women, gender and peacebuilding, based in the Democratic Republic of the Congo, as a contribution to the promotion of the human rights of women, equal opportunities for both genders and the participation of women in all spheres. The centre will promote the development of policy-oriented research-based policies and programmes to increase women's participation in reconstruction and development processes, and closely cooperate with national associate centres from each of the member countries, thus reinforcing linkages between research and policies. The centre is also expected to serve as an observatory and clearing house on information related to women's issues in the Great Lakes region of Africa.

D. Institutional support

93. Following the decision by the African Union to integrate NEPAD into the structure and processes of the African Union Commission, ECA continued to support the transition of the NEPAD secretariat into a full-fledged implementing agency of the African Union Commission. Moreover, ECA supported the development of the NEPAD Agency's strategic direction for 2010-2013 and subsequent alignment to the strategic plan of the African Union Commission. ECA and UNDP helped NEPAD Agency to develop its knowledge management strategy and platforms.

94. UNDP continued to provide technical, advisory, financial and administrative support to the NEPAD Steering Committee, the Africa Partnership Forum and the Heads of State and Government Orientation Committee by facilitating their work of policy formulation, experience sharing, the oversight of the secretariat and the preparation of Group of 8 and Group of 20 summits in Canada and the Republic of Korea.

95. UNDP supported leadership by NEPAD in the consolidation of an African position for the Fourth High-level Forum on Aid Effectiveness held in November 2011. Government and civil society representatives from 43 African countries endorsed the "African consensus and position paper on development effectiveness". UNDP has been supporting NEPAD Agency in the negotiations taking place at the meetings of the Post-Busan Interim Group, to translate the Busan outcome document into an action plan and design the new Global Partnership for Effective Development Cooperation.

96. Both financial and technical expertise and assistance were provided by IOM to develop a regional migration policy framework for IGAD in accordance with the African Union Banjul Decision of 2006, which urged Member States and the regional economic communities to use the continental migration policy as a reference document to develop both national and regional migration policy frameworks.

97. Support by FAO involved the secondment of staff and the provision of short-term consultants to NEPAD Agency so that it could play its technical leadership role in the implementation of the continental programme aimed at combating hunger and malnutrition. In addition, staff was seconded to the African Union Commission and ECOWAS, IGAD and SADC to strengthen their capacities in coordinating and advancing the implementation of the Comprehensive Africa Agriculture Development Programme in their respective regions.

98. Within the framework of the Comprehensive Africa Agriculture Development Programme, WFP has provided a consultant to support the finalization of the humanitarian framework policy of the African Union as well as activities related to emergency food reserves, including engagement in global multiagency technical discussions, and design the implementation of an African regional stakeholder consultation on emergency food reserves.

E. Challenges and constraints

99. The participants in the twelfth session of the Regional Coordination Mechanism noted the main challenges of the clusters, including limited financial resources to support the implementation of business plans and utilization of media technologies and networks to conduct meetings and exchange of information. Furthermore, participants called for more standardization in the preparation of cluster reports as well as for a consolidated report of all clusters that focuses on achievements, challenges and recommendations for improving the work of clusters.

100. To improve coordination, efforts needed to focus on the development of indicators for monitoring and evaluation of clusters' work, as well as the establishment of linkages between the work of the Regional Coordination Mechanism and Subregional Coordination Mechanisms.

IV. Conclusions and recommendations

101. **As a new phase begins in the implementation of the NEPAD programme following the establishment of NEPAD Agency as the institutional vehicle for implementing the African Union development agenda of NEPAD, the United Nations system has demonstrated stronger commitment in supporting sectoral priorities of the NEPAD projects and programmes through the nine clusters of the Regional Coordination Mechanism. Increasingly, the support provided by the United Nations agencies falls into four main categories: funding of programmes and projects, capacity-building and institutional development, advocacy work and norm-setting.**

102. **At times when resources for development are constrained, the United Nations entities should provide more focused and coordinated support for African countries to mobilize financial resources for Africa's development, including NEPAD projects and programmes. In particular, the United Nations system should also assist African countries in enhancing their capacity to further mobilize domestic resources. In addition, the United Nations system should further support efforts of African countries to improve the formulation and implementation of NEPAD projects.**

103. **As NEPAD implementation is gaining momentum, the United Nations system should double its efforts to strengthen the capacity and increase the financial support of regional economic communities as the strategic player at the subregional level to implement NEPAD priorities.**

104. **United Nations entities should identify effective ways to strengthen collaboration with the African Capacity-Building Foundation in the implementation of the work programme of the Ten-Year Capacity-Building Programme as well as in their capacity-building initiatives for African universities.**

105. **There is still a need to further enhance information-sharing, knowledge management, expertise, lessons learned and best practices among United Nations system organizations regarding their support to the NEPAD programme to strengthen synergies and prevent duplication of work, overlap and inefficient use of resources.**

106. **The United Nations system should take a leading role in the implementation of the recommendations of the Rio+20 Conference outcome in a coherent, inclusive and coordinated manner. In particular, the United Nations system should strengthen the capacity of NEPAD Agency to coordinate the implementation of the Rio+20 Conference outcome. In addition, United Nations entities should integrate recommendations adopted at the Rio+20 Conference into their work programmes and participate actively in their review at the national, regional and global levels.**

107. **In the context of the global economic slowdown and its unfolding effect on economic growth and unemployment in Africa, the United Nations system should enhance socio-economic development programmes to mitigate the impact on NEPAD priority sectors and the most vulnerable segment of the population.**

108. **In the context of slower global economic growth and higher oil and food prices, modern and efficient infrastructure is instrumental in sustaining economic growth and a productive private sector and to promoting regional integration. United Nations entities should further enhance their technical cooperation with NEPAD Agency and African countries to allow them to continue undertaking appropriate institutional reforms so as to attract private capital and develop public-private partnerships for financing infrastructure projects.**

109. **Since many African countries are unlikely to reach most of the Millennium Development Goals based on current trends, it is timely for United Nations entities to develop a results framework approach whereby they could better evaluate the impact of their support to Africa's development, including the implementation of NEPAD priorities in particular. With the monitoring system, United Nations entities could develop strategies on how to tackle any effectiveness gaps.**

Annex

United Nations system support for Africa: financial and staff resources devoted to Africa, 2009-2011

		Resources (thousands of United States dollars)			Africa's share of resources (percentage)		
Entity	*Type of support*	*2009*	*2010*	*2011*	*2009*	*2010*	*2011*
Common Fund for Commodities[a]	Project commitments	25 332	3 416	11 616	52.7	10.0	98.6
Department of Economic and Social Affairs/Office for Economic and Social Council Support and Coordination	Total financial support	125	284	109			
Department of Public Information	Financial and staff resources	1 186	1 162	1 152	100	100	100
Economic Commission for Africa	Total regular budget allotment under section 18	55 901	60 505	50 053			
	Total regular budget allotment under section 11	613	924	542			
Food and Agriculture Organization of the United Nations	Total field programme	312 400	342 300	325 900	43.7	37.9	37.6
	Emergency assistance	196 500	193 500	185 400	56.1	48.5	51.7
	Technical cooperation	115 900	148 800	140 500	31.7	29.5	27.6
International Atomic Energy Agency	Technical cooperation fund	21 641	27 366	12 922			
	Extrabudgetary	2 917	2 645	2 301			
	Total technical cooperation programme	24 558	30 011	15 222	29.4	26.3	18.5
International Labour Organization	Regular budget	29 711	34 194	34 194	9.3	9.4	9.4
	Portion of staff resources devoted to Africa (regular budget)	21 415	23 951	23 951	9.6	9.6	9.6
International Maritime Organization	Financial resources	3	4	6			
	Staff resources (number of people)	17	21	24			
International Monetary Fund	Poverty Reduction and Growth Trust loans	2 257 700	806 600	1 179 900			
	Heavily indebted poor countries grants[b]	154 600	1 102 900	8 000			
	IMF debt relief delivered to sub-Saharan Africa			6 218 000			
International Trade Centre UNCTAD/WTO	Financial resources	9 083	13 166	17 319	46.6	37.7	41.1
Joint United Nations Programme on HIV/AIDS	Support to African Union			183			

Entity	Type of support	Resources (thousands of United States dollars) 2009	2010	2011	Africa's share of resources (percentage) 2009	2010	2011
Office for the Coordination of Humanitarian Affairs	Budgeted contributions	80 689	74 369	81 688			
	Number of field-based staff[c]	913	949	815			
Office of the Special Adviser on Africa[d]	Financial resources	2 669	4 253	4 253	100	100	100
Office of the United Nations High Commissioner for Refugees	Budgeted expenditure	1 754 000	1 878 000	1 936 000	38	36	40
	Number of staff members	6 006	6 319	6 877	49	48	50
Peacebuilding Support Office	Peacebuilding Fund (grants to strategic project interventions)	42 478	89 360	80 607	81.8	86.3	86.4
United Nations Children's Fund[e]	Africa expenditures	1 621	1 774		55	53	
	Programme support	201	174				
	Management and administration	120	78				
United Nations Conference on Trade and Development	Expenditures for Africa	7 331	7 551	9 204	18.9	19.3	23.5
United Nations Democracy Fund	Project funding			4 600			
United Nations Entity for Gender Equality and the Empowerment of Women[f]	Financial resources		40 189	45 158		20	23
United Nations Human Settlements Programme (UN-Habitat)	Expenditures for Africa	26 717	21 681	19 787	16	10	9
United Nations Population Fund	Country programme expenditures	125 100	126 200	132 200	46.4	44.2	45.8
	Number of staff members	845	891	995	41.2	40.9	43.6
United Nations University[h]	Financial resources (total estimation)			8 610			
World Tourism Organization[g]	Total (regular programme)	18 571	15 354	15 917	1.3	1.4	0.9

Sources: Agencies, departments, programmes, funds and organizations of the United Nations system.

Note: Figures for 2011 are estimates or provisional, as indicated by relevant agencies.

[a] The Common Fund for Commodities does not have an office in Africa nor does it allocate staff costs by region.

[b] Includes interim assistance and/or disbursement at completion point.

[c] The figures provided here are for field-based staff. Headquarters staff with responsibility for Africa, including senior management, are not included.

[d] As any office or department of the United Nations Secretariat, the budget of the Office of the Special Adviser on Africa is on a biennial basis. Therefore, the data for 2010 and 2011 is half of the total expenditure for each biennium.

[e] 2011 figures were not available in time for the submission of the report.

[f] These are preliminary figures for total expenditure in Africa in 2011. It therefore does not include advanced transfers to partners.

[g] Figures are estimates and do not reflect the extrabudgetary (including some regular budget) expenditure from projects, studies or activities (e.g. local, national, regional) which are commonly undertaken in collaboration with other various in-house operational programmes and are reported within their respective budget lines.

[h] The figure listed is an estimation of UNU African-related activities on the basis of a 2011 UNU stock-taking procedure. It factors in all funding that was reported, direct and indirect, without specific areas of spending.